Washington Metropolitan
Area Transit Authority

Transit Service Expansion Plan

April 1999

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From the Board

I am pleased to provide you with a copy of the WMATA Transit Service Expansion Plan covering a 25-year planning horizon. The Plan represents the culmination of eight months of intensive effort by the Board of Directors and staff to outline a transit vision for the National Capital Region. This effort, led by the Board's Rail Capital Program Committee chaired by John Davey of Prince George's County, Maryland, was adopted by the Board on March 25, 1999. The Plan proposes a program of transit investments that will more closely marry bus services, rail services and highway improvements in order to maximize the effectiveness and efficiency of the regional transportation network.

The Plan is divided into four major elements:

- Improve Access to and Capacity of the Metrorail System
- Improve Bus Service Levels and Expand Service Areas
- Selectively Add Stations, Entrances and Station Capacity to the Existing Metrorail System
- Expand Fixed Guideway Services

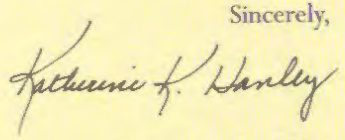
As the population and employment of the greater Washington, D.C. area has grown, our Transit Service Explansion Plan sets the following three goals for the role of public transit:

- *The region must commit to double transit ridership by 2025 in order to maintain transit market share and to enhance its contribution to mobility and accessibility, to improved air quality, to reduced traffic congestion and to serve increased regional growth and travel demands.*
- *Major transportation corridors and the regional transportation system must include a significant transit element that complements and effectively utilizes the region's road and bridge system by connecting major commercial, retail, entertainment and residential activity centers and other transportation facilities in a way which ensures that the region remains economically viable and competitive in the world market place.*
- *Public transportation must be envisioned as an essential means to support and enhance community livability and quality of life.*

The Board of Directors recognizes that not all of the elements of the Plan will be achievable within the next 25 years. However, transit improvements such as additional bus services and Metrorail parking; new stations, entrances and connections on the existing Metrorail system; and innovative services to mitigate the traffic congestion that will occur over the next 10-15 years during several major highway and bridge construction/reconstruction projects are doable. Several additional extensions of the Metrorail system are well along in the planning process or have specially-designated federal status, such as the Addison Road extension to Largo Town Center in Maryland; the Dulles corridor in Virginia; Fort Lincoln - Georgetown in the District; and transit on the Woodrow Wilson Bridge. These projects and others are examples of the strategic transit investments that could be constructed by 2025.

The National Capital Region faces a major challenge as we enter the 21st Century; namely, how to invest in and plan for a robust and balanced transit, highway and airport network designed to maximize efficiency, effectiveness and interconnectivity as a critical means for maintaining and advancing the quality of life and business competitive advantages for the greater Washington metropolitan area. The Board of Directors offers the WMATA Transit Service Expansion Plan as our contribution to an improved transportation planning and funding process and to a coordinated regional transportation solution.

Sincerely,



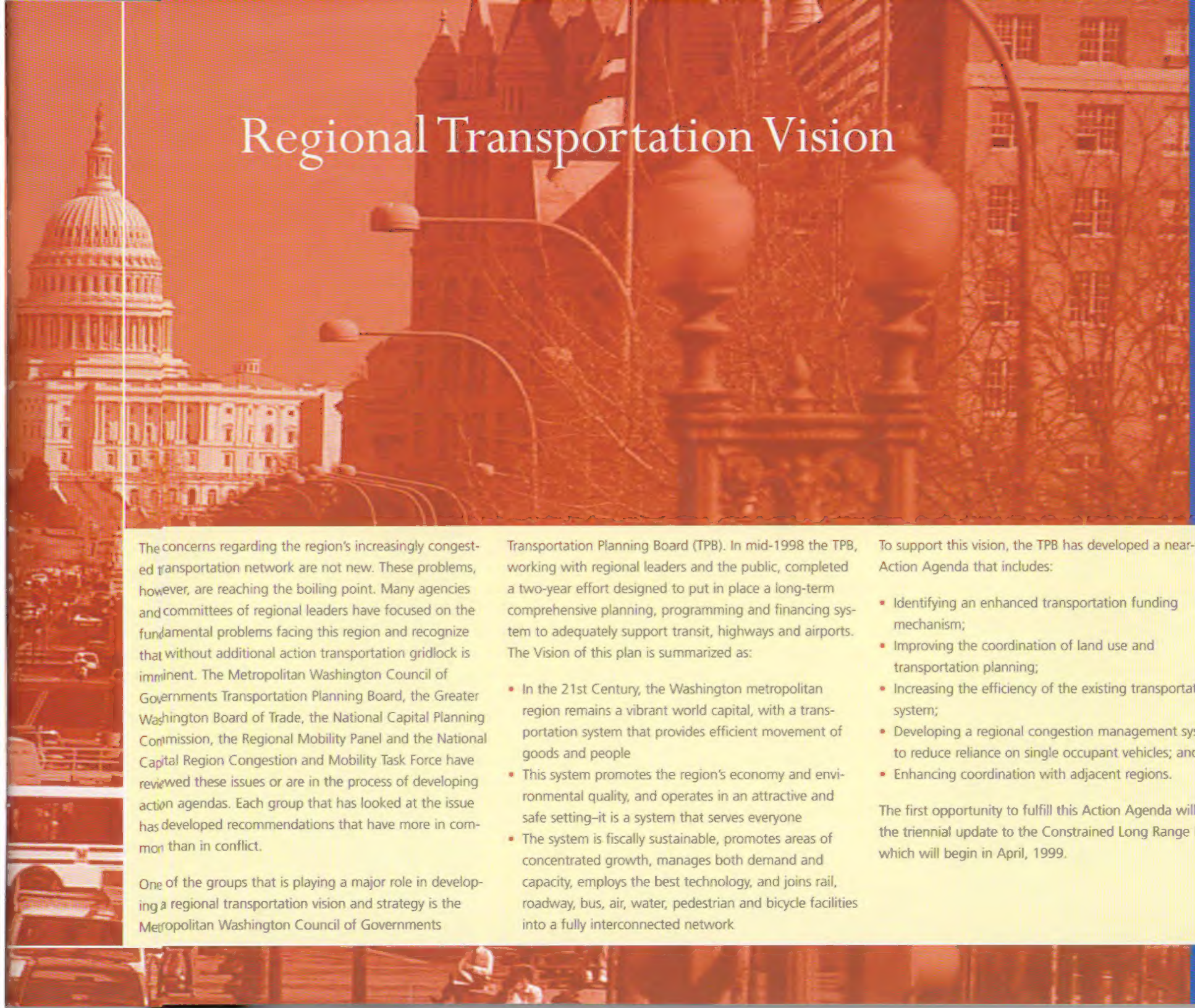
Katherine K. Hanley
Chairman

The region is at a crossroads. Unless it acts boldly now, the challenges it faces may overwhelm the potential opportunities. Continuing to make decisions in piecemeal fashion without regard to broader impacts will further aggravate the situation. Changes are necessary in the way transportation facilities are planned and financed. The region's classification as an air quality non-attainment area for ozone could place significant restrictions on future highway construction. Federal, state and local governments, in concert with the non-profit and private sectors, must work together to maximize the potential of the region. To prevent the region from being completely gripped by gridlock that stalls future economic growth and damages the region's quality of life, action must be taken on three critical fronts:

1 The region must prepare a dynamic plan for transit and highways that includes preservation of today's system, improved system management strategies (including the best use of technologies) and targeted expansion to meet tomorrow's needs;

2 Local land use decisions must be coordinated at the regional level with priority given to directing growth to areas that have or are planned to have supporting infrastructure; and

3 New funding mechanisms, above and beyond those available today for transit and highways, must be identified to pay for needed improvements.



Regional Transportation Vision

The concerns regarding the region's increasingly congested transportation network are not new. These problems, however, are reaching the boiling point. Many agencies and committees of regional leaders have focused on the fundamental problems facing this region and recognize that without additional action transportation gridlock is imminent. The Metropolitan Washington Council of Governments Transportation Planning Board, the Greater Washington Board of Trade, the National Capital Planning Commission, the Regional Mobility Panel and the National Capital Region Congestion and Mobility Task Force have reviewed these issues or are in the process of developing action agendas. Each group that has looked at the issue has developed recommendations that have more in common than in conflict.

One of the groups that is playing a major role in developing a regional transportation vision and strategy is the Metropolitan Washington Council of Governments Transportation Planning Board (TPB). In mid-1998 the TPB, working with regional leaders and the public, completed a two-year effort designed to put in place a long-term comprehensive planning, programming and financing system to adequately support transit, highways and airports. The Vision of this plan is summarized as:

- In the 21st Century, the Washington metropolitan region remains a vibrant world capital, with a transportation system that provides efficient movement of goods and people
- This system promotes the region's economy and environmental quality, and operates in an attractive and safe setting–it is a system that serves everyone
- The system is fiscally sustainable, promotes areas of concentrated growth, manages both demand and capacity, employs the best technology, and joins rail, roadway, bus, air, water, pedestrian and bicycle facilities into a fully interconnected network

To support this vision, the TPB has developed a near-term Action Agenda that includes:

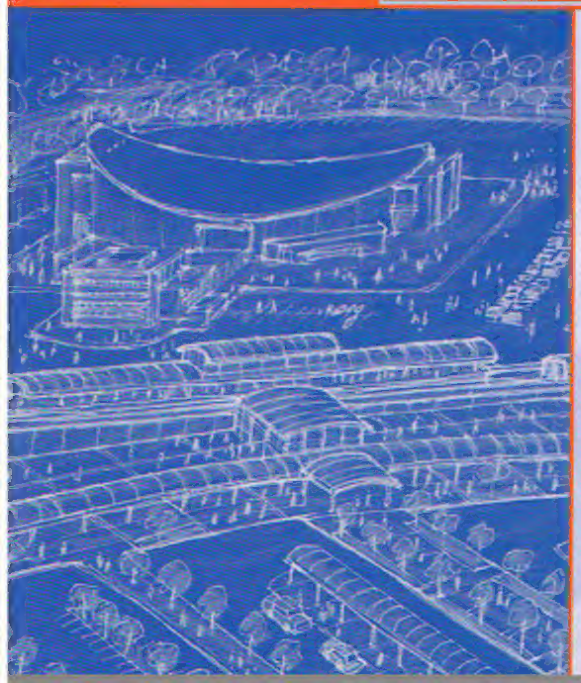
- Identifying an enhanced transportation funding mechanism;
- Improving the coordination of land use and transportation planning;
- Increasing the efficiency of the existing transportation system;
- Developing a regional congestion management system to reduce reliance on single occupant vehicles; and
- Enhancing coordination with adjacent regions.

The first opportunity to fulfill this Action Agenda will be the triennial update to the Constrained Long Range Plan, which will begin in April, 1999.

WMATA Goals

In light of the serious problems facing the transportation system in the Washington region, the WMATA Board of Directors recognizes the contributions the region's transit services have made and will continue to make as a major element of the transportation network. Maryland has reached a similar conclusion: the Transit Advisory Panel, in a January, 1999 report, supports the doubling of transit ridership from 570,000 to 1 million trips per day by the year 2020. Building on the work of this and other regional efforts, and in an effort to preserve the region's quality of life while taking full advantage of the significant future opportunities facing the region, the WMATA Board of Directors endorses the following long term goals for the role of public transit services:

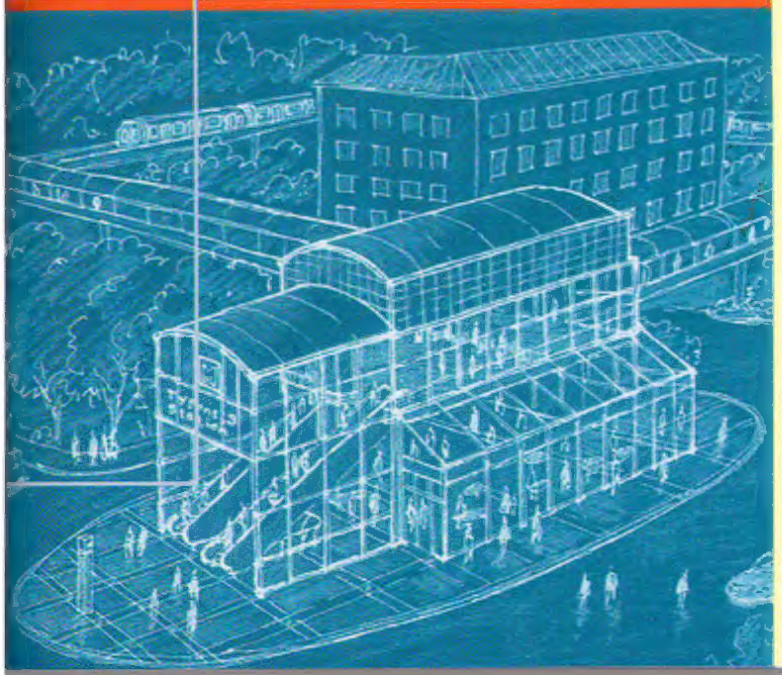
- The region must commit to double transit ridership by 2025 in order to maintain transit market share and to enhance its contribution to mobility and accessibility, to improved air quality, to reduced traffic congestion and to serving increased regional growth and travel demands.
- Major transportation corridors and the regional transportation system must include a significant transit element that complements and effectively utilizes the region's road and bridge system by connecting major commercial, retail, entertainment and residential activity centers and other transportation facilities in a way which ensures that the region remains economically viable and competitive in the world market place.
- Public transportation must be envisioned as an essential means to support and enhance community livability and quality of life.



Concept station: Largo

Concept station: Tysons Corner

In support of these goals, the WMATA Board of Directors believes that the following actions must be taken:



- The region must preserve and increase the quality of service for patrons and the efficiency of existing transportation facilities;
- The quality of service for current transit riders must be enhanced and new services and programs must be developed to meet market needs;
- Coordination and integration of the region's transit and highway improvements, including the various transit operations, must be a priority in order to ensure that the maximum benefit is achieved from current and future investments;
- New fixed-guideway transit routes must be planned and advanced;
- Short-term emphasis must be placed on improvements to the region's bus systems and on improved access to the rail system;
- Core area growth must be supported and enhanced to take advantage of significant infrastructure investments while providing for continued development in suburban areas that have or plan to have supporting facilities; and
- Transit projects and programs should be designed and planned to contribute to the livability of metropolitan communities by:
    - creating a sense of place for community life;
    - using transit as a catalyst for downtown and neighborhood renewal;
    - creating opportunities for local economic development;
    - improving safety and amenities;
    - making communities accessible and convenient; and
    - shaping community growth.

WMATA Transit Service Expansion Plan

The WMATA transit service expansion plan responds to the transportation system solutions that have been identified by various regional groups studying our transportation problems, and embraces the goals and objectives identified in the Metropolitan Washington Council of Governments Vision Plan.

The WMATA transit service expansion plan is composed of four major elements:

- Improve Access to and Capacity of the Metrorail System
- Improve Bus Service Levels and Expand to New Service Areas
- Selectively Add Stations, Entrances and Station Capacity to the Existing Metrorail System
- Expand Fixed Guideway Services

These elements of a service expansion plan will form the backbone of a regional transit system that will help to meet the region's travel needs well into the 21st Century.

Concept parking structure: Vienna

1

Improving access to and capacity of the Metrorail system will allow the region to realize greater benefit from the investment that has been made in the system. Improving access, through such actions as expanding parking and feeder bus services, improving pedestrian and bicycle facilities and acquiring additional rolling stock, will allow the Metrorail system to fully utilize its capacity and to operate at an even higher level of efficiency.

Another component to enhance the flexibility and efficiency of Metrorail is to improve the operational capability and connectivity of the system. This will be accomplished by modifying the system to add additional layover or "pocket" tracks and by interlining the various Metrorail lines in a manner that will allow trains to move from one line to another. These operational improvements will enable the Metrorail system to better respond to increasing travel demands placed on the system, particularly in the peak periods, and by serving such facilities as the MCI Center, the new Convention Center and the planned Intermodal Transportation Center at New York and Massachusetts Avenues.

Improve Access to and Capacity of Metrorail

- Expand Metrorail parking where demand exceeds supply
- Enhance and expand bus services and remote park-and-ride lots feeding Metrorail
- Improve pedestrian/bicycle access
- Acquire additional rolling stock to support ridership growth and to address passenger loading conditions
- Provide further operational flexibility and connectivity for improved service delivery

Improve Bus Service Levels and Expand to New Service Areas

Serve Emerging and Growing Travel Markets

- Enhanced service in core markets
- Suburb-to-Suburb markets
- Reverse Commute markets
- Access-to-Work initiatives
- Tourist markets

Initiate New Services (Express Bus on HOV; Bus Rapid Transit; Transit Centers)

District of Columbia
- "Park Once"
- Improve service levels/restore prior service reductions
- Reverse commute/access-to-jobs

Maryland
- Route 5: Charles County, Clinton to Branch Avenue Metrorail
- I-270: Frederick, Clarksburg, Gaithersburg/Germantown to Shady Grove Metrorail and other corridor destinations
- Route 29: Montgomery County and Howard County to Silver Spring Metrorail
- Route 50: Annapolis, Anne Arundel County, Prince George's County to New Carrollton Metrorail
- Beltway: Circumferential express service within Maryland and to Virginia

Virginia
- Dulles Corridor
- I-66 Corridor
- I-95 Corridor
- Route 28 Corridor
- Beltway: Circumferential express service within Virginia and to Maryland

2 element

Improvements to existing bus service levels and expanding into new service areas are the primary emphasis areas for the region's Metrobus system and local bus services. While the region's population has almost doubled, little has been done to expand and improve bus service to meet the needs of a growing population base. The flexibility of bus systems allows the region to rapidly respond to changing travel markets and to provide more service on existing routes where demand warrants increased supply. A closer marriage of roads and transit would immeasurably enhance travel options and improve the regional transportation network at a minimal cost compared to the exclusive construction of new highways. Bus service expansions should focus on several markets, including enhanced service in the core areas, suburb-to suburb, reverse commute to suburban employment centers and access-to-job initiatives being promoted at the federal, state and local levels. A network of express bus services and strategically located commuter parking lots are required that will take advantage of new HOV lanes being planned for the Capital Beltway, I-270, I-66 and other major arterials to move people quickly and conveniently to various suburban locations using enhanced vehicles and through creative service concepts such as Bus Rapid Transit (BRT) systems. (BRT is a high-quality, high-speed bus service with operating characteristics similar to a rail system, such as frequent service, off-vehicle fare collection and a high level of passenger amenities. In some instances, it can serve as a precursor to a rail fixed guideway facility.)

Innovation will be required of our bus systems. Fare simplification and integration among bus systems and between bus, Metrorail and commuter rail systems are of utmost importance to ensure a convenient transit trip. The bus system of the future will be "user friendly" and provide many amenities such as "real-time" service information available at transit centers, major bus stops, cable TV and at Metrorail stations; use of technology to provide bus priority treatments to reduce travel time; state-of-the-art buses designed with high back seats, cell-phones and overhead storage racks; and different types of vehicles designed to serve specific market segments, such as over-the-road cruisers, low-floor designs and 20-26 foot vans and small buses. These enhancements will make it more convenient to use buses, improve bus operations by increasing the desirability of the service and will enhance the image of buses as an important component of the regional transportation network.

Selectively Add Stations, Entrances and Station Capacity to the Existing System

Station Name	Line	Location	Estimated Cost (1999 $)
New Stations			
Potomac Yard	Blue/Yellow	National Airport - Braddock Road	$45 - 50 m
New York Avenue	Red	Florida & New York Avenue	$50 - 65 m
New Entrances			
Foggy Bottom East Mezzanine	Blue/Orange	Foggy Bottom	$35 m
Farragut Passengerway	Blue/Orange	Farragut West & Farragut North	$50 m
H Street Passengerway	Red	Union Station	$1.5 m (Funded)
Ballston	Orange	Ballston	$15 - 20 m
Station Capacity			
Mt. Vernon Square	Yellow/Green	Convention Center	$25 m (Funded)
Rosslyn	Orange/Blue	Rosslyn	$10 - 15 m
Crystal City	Blue/Yellow	Crystal City	$15 - 20 m
Pentagon City	Blue/Yellow	Pentagon City	$15 - 20 m

Concept station: New York Avenue

elements 3 and 4

The other two elements of the WMATA transit service expansion plan involve expansion of the Metrorail system. These improvements come as two distinct packages: selectively adding stations and station entrances to the existing system and expanding fixed guideway systems–whether the mode is Metrorail, light rail, other rail technologies or busways. The goal of the plan is to provide for at least a 50 percent expansion (50-60 miles) of the region's fixed guideway systems over the next 25 years.

The WMATA Board of Directors has reviewed many studies that have addressed the need for expanding the region's transportation resources, and has established priorities based on the need to serve regional travel patterns and to sustain the economic vitality of the region. Some of these recommendations fall into a shorter time frame (10 to 25 years), while others may fall beyond a 25 year horizon. These priorities are subject to change as decision-making bodies at the regional and local levels assess the land use implications of these proposals in the context of changes in urban development and travel patterns. The near term projects represent those that have undergone considerable analysis in the Major Investment Study (MIS) phase, have been identified as the preferred or priority improvement in a corridor, or have advanced through the preliminary engineering and environmental analysis stage of project development. Projects that are not in these categories, but have received attention in either sub-regional needs assessments or in the region's constrained long range transportation plan (CLRP) are currently classified as longer term projects.

	Area Served	Preliminary Corridor Plan	Major Investment Study	MWCOG/ TPB			
	Addison Road - Largo Towncenter	•	•				
	Bethesda/Silver Spring Connection	•	•				
	ons, Reston, Herndon,						
	rport, Loudoun County						
	Branch Avenue - Alexandria						
	Branch Avenue/Charles County (LRT)						
Square	Via Downtown (LRT)						
	Greenbelt, White Oak, Rock Spring						
	New Carrollton - Silver Spring						
	Dunn Loring - American Legion Bridge						
	Vienna - Centreville						
	Adams Morgan - Minnesota Avenue (LRT)						
	Pentagon - Alexandria (LRT)						
	Upper Georgia Avenue - Barney Circle (LRT)						
	Franconia/Springfield - Ft. Belvoir - Lorton						
rgetown -	Red Line Branch to the Convention Center						

by TPB in 1999 CLRP.

dy column represents studies that are either completed or underway.


N
13
Gaithersburg/Clarksburg
Shady Grove
Glenmont
8
Rock Spring
Montgomery County
Prince Georges County
Greenbelt
Silver Spring
2
9
Loudoun County
10
MD
Bethesda
17
Mt. Vernon Square
Adams Morgan
VA
3
Tysons Corner
495
7
New Carrollton
Ft. Lincoln
19
6
Dulles International Airport
Fairfax County
11
95
New York Avenue Station
Georgetown
12
Dunn Loring
Minnesota Avenue
Largo
1
West Falls Church
Centreville
Vienna
Addison Road
Pentagon
14
Barney Circle
Baileys Crossroads
15
Branch Avenue
Potomac Yard Station
16
Alexandria
95
Huntington
5
4
Charles County
Franconia/Springfield
Woodrow Wilson Bridge
18
Ft. Belvoir/ Lorton

Expand Fixed Guideway Services

Project		Area Served	Length (Miles)	Cost (Billions) 1999 $
Blue Line Largo Extension	[1]	Addison Road - Largo Towncenter	3.1	$0.4
Dulles/Tysons	[3]	Tysons, Reston, Herndon, Dulles Airport, Loudoun County	24.0	$1.5
Route 5/301	[5]	Branch Avenue/Charles County (LRT)	17.0	$0.35 - 0.45
MD Beltway	[8]	Greenbelt, White Oak, Rock Spring	13.0	$1.5 - 2.2
	[10]	Rock Spring - American Legion Bridge	5.0	$0.4 - 0.6
VA Beltway	[11]	Dunn Loring - American Legion Bridge	6.9	$0.7 - 0.8
-66	[12]	Vienna - Centreville	10.0	$0.6
I-270/Corridor Cities	[13]	Shady Grove - Gaithersburg or Clarksburg (LRT)	6.5 - 14.5	$0.3 - 0.7
Columbia Pike	[15]	Pentagon - Bailey's Crossroads (LRT)	4.0	$0.25 - 0.35
Route 1	[16]	Pentagon - Alexandria (LRT)	5.0	$0.3 - 0.4
I-95/Lorton	[18]	Franconia/Springfield - Ft. Belvoir - Lorton	5.6	$0.6 - 0.7

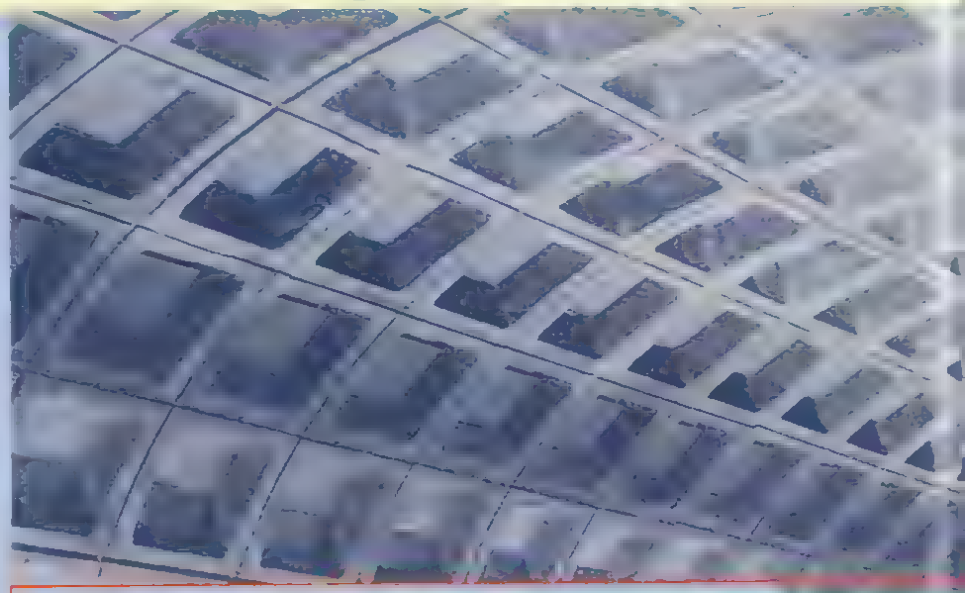
Note:

1) Choice of technology (light rail, heavy rail, etc.) will determine final project cost.

Forces That Shaped This Vision

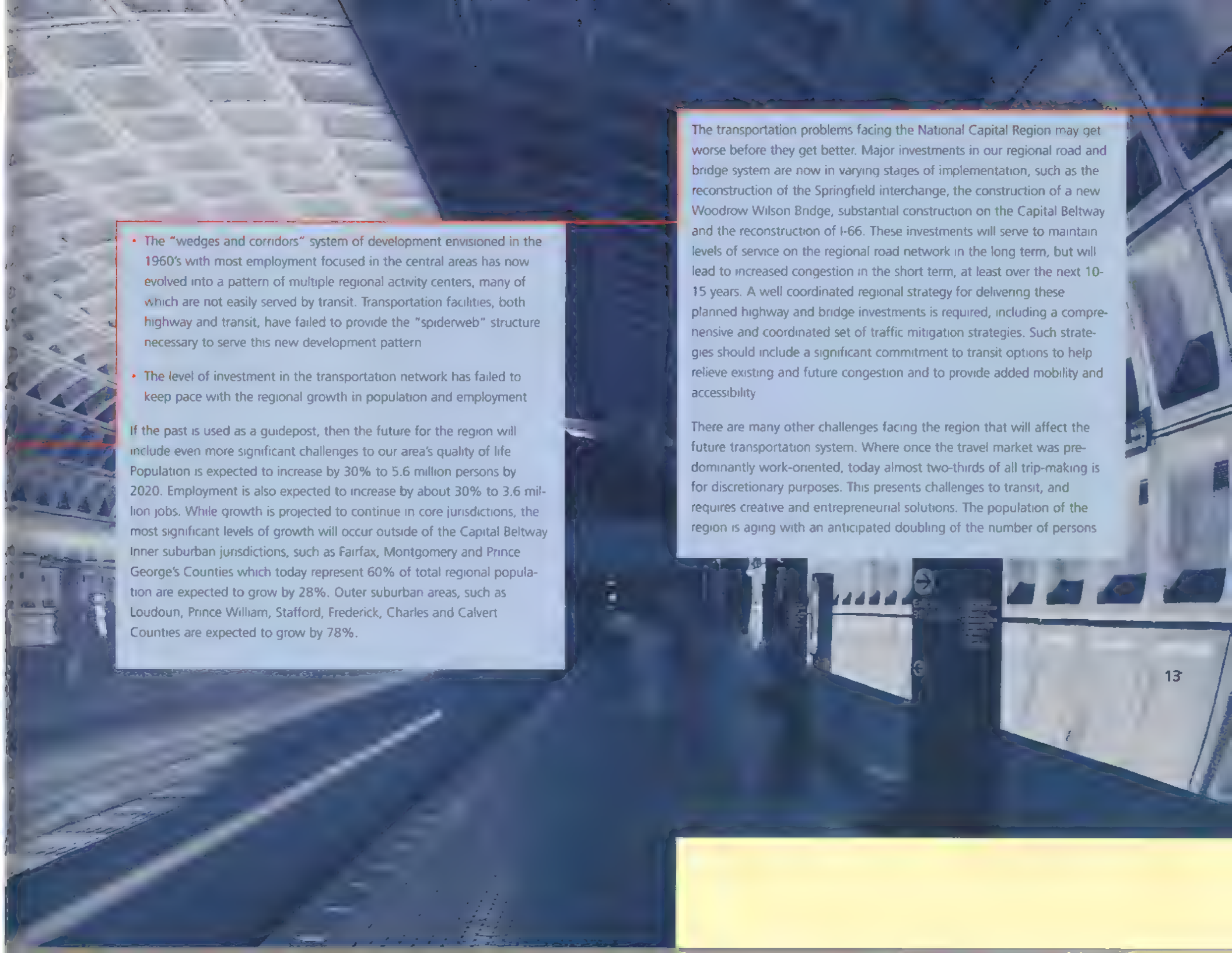
Over the last half century the National Capital Region has experienced dramatic changes. In the 1950s, this was a mid-sized region centered on the District of Columbia with some bedroom communities in Arlington, Alexandria, Bethesda and Silver Spring. Travel choices included a bus and street car network along with a network of two-lane roads. Since 1960, the population of the region has doubled and the number of jobs has tripled. The region is now the eighth largest metropolitan area in the country. While the core area remains the single largest destination in the region, most population and employment growth has occurred in the surrounding suburbs. The transportation system now includes three airports; an expanded road system, including I-95, I-270, I-66, the Capital Beltway and other major multi-lane freeways; and an extensive transit network consisting of the Metrorail system, the region's many publicly-supported bus systems, its two commuter rail systems and the Amtrak intercity rail system

Today, the regional transit system that has been developed since the 1960s provides over 1 million person trips per day, making it one of the most heavily utilized systems in the country. The originally approved 103-mile Adopted Regional Metrorail System is now largely finished, and the regional bus network has blossomed to a network served by approximately 1,775 vehicles



This investment has paid large dividends in meeting the mobility needs of the region's citizens. The majority of the trips served by transit today occur during the morning and afternoon peak periods, when our road system is most congested. During this period, approximately 18% of all person trips are carried on transit, including 40% of the person trips to the region's core (District of Columbia, Arlington and Alexandria). Carrying this volume of person trips removes 257,000 automobiles from already congested roadways each day. The highway system would have to expand by 71% or an additional 1,364 lane-miles in the absence of today's regional transit system. Without transit, the development of high quality, dense centers of economic activity such as Ballston, Bethesda and Metro Center would not have been possible

The rapid development of the Washington area is now presenting the region with some major challenges. Despite major investments by a partnership of federal, state and local governments in its transportation infrastructure, this region is the second most congested metropolitan area in the country after Los Angeles, it leads the nation in per capita costs of congestion; and it has been designated a serious air quality non-attainment area for ozone. The reasons that the region faces these challenges are many and complex, but two factors stand out:



- The "wedges and corridors" system of development envisioned in the 1960's with most employment focused in the central areas has now evolved into a pattern of multiple regional activity centers, many of which are not easily served by transit. Transportation facilities, both highway and transit, have failed to provide the "spiderweb" structure necessary to serve this new development pattern
- The level of investment in the transportation network has failed to keep pace with the regional growth in population and employment

If the past is used as a guidepost, then the future for the region will include even more significant challenges to our area's quality of life Population is expected to increase by 30% to 5.6 million persons by 2020. Employment is also expected to increase by about 30% to 3.6 million jobs. While growth is projected to continue in core jurisdictions, the most significant levels of growth will occur outside of the Capital Beltway Inner suburban jurisdictions, such as Fairfax, Montgomery and Prince George's Counties which today represent 60% of total regional population are expected to grow by 28%. Outer suburban areas, such as Loudoun, Prince William, Stafford, Frederick, Charles and Calvert Counties are expected to grow by 78%.

The transportation problems facing the National Capital Region may get worse before they get better. Major investments in our regional road and bridge system are now in varying stages of implementation, such as the reconstruction of the Springfield interchange, the construction of a new Woodrow Wilson Bridge, substantial construction on the Capital Beltway and the reconstruction of I-66. These investments will serve to maintain levels of service on the regional road network in the long term, but will lead to increased congestion in the short term, at least over the next 10-15 years. A well coordinated regional strategy for delivering these planned highway and bridge investments is required, including a comprehensive and coordinated set of traffic mitigation strategies. Such strategies should include a significant commitment to transit options to help relieve existing and future congestion and to provide added mobility and accessibility

There are many other challenges facing the region that will affect the future transportation system. Where once the travel market was predominantly work-oriented, today almost two-thirds of all trip-making is for discretionary purposes. This presents challenges to transit, and requires creative and entrepreneurial solutions. The population of the region is aging with an anticipated doubling of the number of persons

65 and older by 2020, requiring increased emphasis to ensure the availability of alternative forms of transportation. Increasingly, residents seeking employment are not able to access job opportunities due to the lack of transit connections

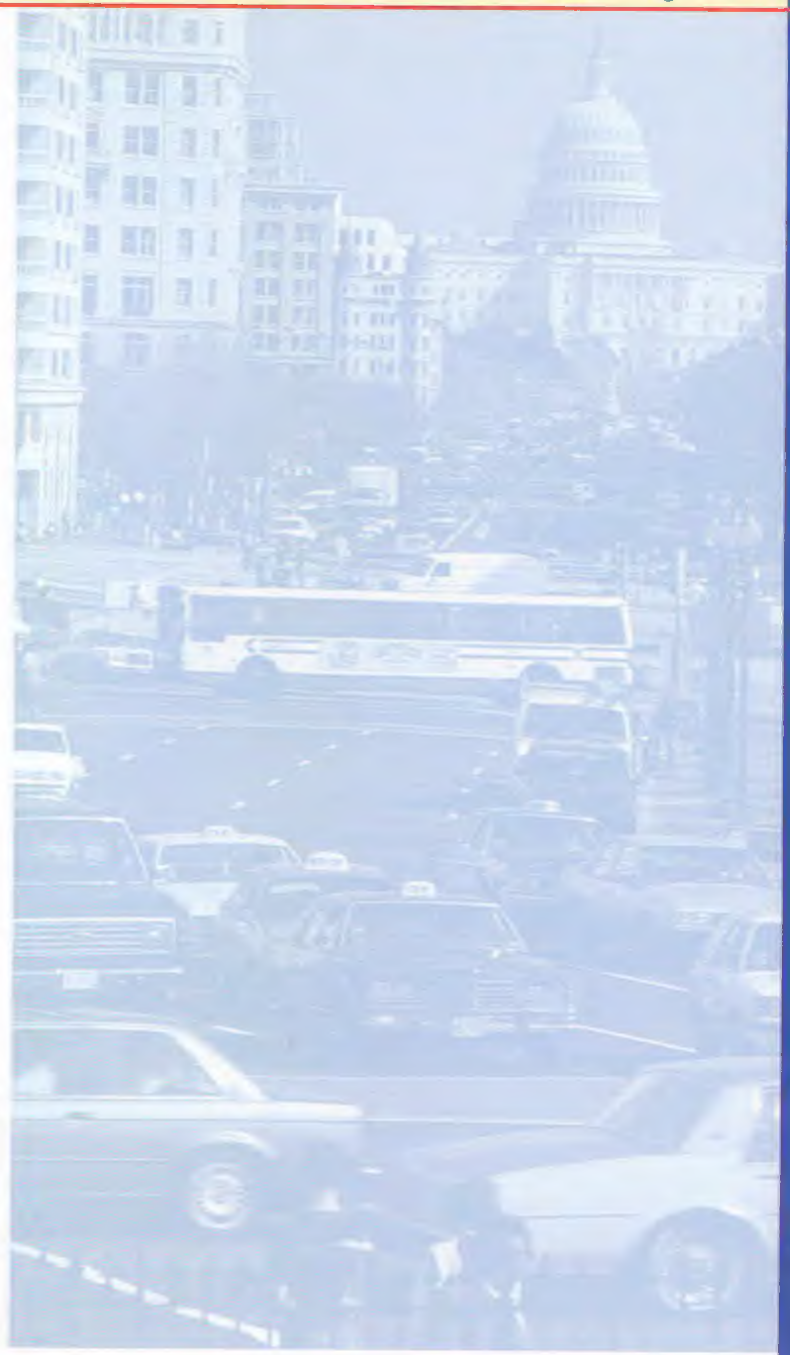
In addition, businesses are concerned about the costs that congestion imposes on the efficient movement of goods and services, and about the mounting frustrations their employees face in their daily commute Potential threats to air and water quality, historic and cultural resources neighborhoods, and the loss of the region's arable and pristine lands must be addressed if the region is to maintain its reputation as the home of a world class capital city

The future also holds significant opportunities for the National Capital Region Working with Baltimore, the region is planning to bid for the 2012 Olympics A successful bid will require truly regional and cross regional cooperation and must be supported by substantive actions to address the need for additional transportation improvements If the Washington and Baltimore region is successful in its bid, substantial financial resources may flow into the area to fund identified and planned transportation enhancements The recent Atlanta and Salt Lake City

successful bids were supported by visionary regional plans with a foundation of planned improvements to the transportation network

In addition, the region has singled itself out as a magnet for business and employment growth in many different areas, particularly in the high-technology industry This competitive advantage could be seriously affected if the congestion problem is not promptly addressed Furthermore, the region possesses unique assets that make it attractive Such assets include the region's airports and their capability to accommodate expansion for area passenger travel and cargo transport. However, making effective use of this asset will be challenged by an inadequate transportation system

Glossary



Preliminary Corridor Plan

A proposal contained in a plan commissioned by a state, regional or local body; no Major Investment Study performed.

Major Investment Study (MIS)

A formal corridor study required by USDOT metropolitan planning regulations to determine the best mix of transit or highway investment; federal funds (FTA or FHWA) may not be spent on a transportation project unless the MIS has been endorsed and, for mass transit projects, the recommended alternative has been rated by the FTA.

MWCOG/TPB CLRP

The Constrained Long Range Plan (CLRP) is usually a 20 year planning and funding plan for regional transportation projects. A project must be included in the plan before any federal funds may be spent on the Project. The process, required by federal statute, is managed by a metropolitan planning organization, which in this region is the Metropolitan Washington Council of Governments Transportation Planning Board (MWCOG/TPB).

PE/EIS

This stands for Preliminary Engineering/Environmental Impact Statement and is the next step required by federal planning regulations after the MIS is completed. When the PE/EIS is completed and accepted by federal, state and local agencies, a specific and detailed funding plan must also be developed and approved by the FTA before a full funding grant agreement can be entered into and final design/construction can begin on the Project.

TEA-21

This stands for the Transportation Equity Act for the 21st Century. This bill contains the federal transit and highway authorizations for federal fiscal years 1998-2003; if a project is not authorized in TEA-21, no federal appropriations can support it for any phase of project development beyond the MIS.

Light Rail Transit

Transit service using rail cars operated singularly or in trains driven by electric power drawn from overhead wires if operated on streets in mixed traffic or by electric power drawn from a third rail if operated on an exclusive right-of-way.

Heavy Rail Transit

High capacity transit service using rail cars driven by electric power drawn from a third rail. Heavy rail operates only on exclusive, grade-separated right-of-way.

To Sum Up

The WMATA Transit Service Expansion Plan is based upon three basic goals:

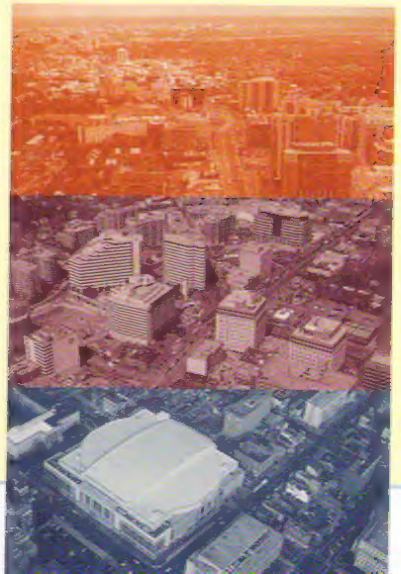
- Double transit ridership by 2025;
- Include significant transit elements in the regional transportation system; and
- Use public transportation as a means to enhance community livability.

In order to convert these goals into action, a regional commitment to four elements is required:

- Improve Metrorail access and capacity;
- Increase bus services and serve new markets;
- Add Metrorail stations and entrances; and
- Add rail segments and dedicated bus/HOV facilities.

A transportation programing and funding plan that invests in these transit elements, along with targeted highway investments and with effective use of our regional airports, offers the best chance to increase the efficiency and effectiveness of today's transportation system and to build the additional facilities required by this dynamic and growing region over the next 25 years.

On the cover:



Ballston

Bethesda

MCI Center

Design: Sharp & Company

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